



BILL HASLAM, MAYOR

City Of Knoxville

RECEIVED

2005 FEB -1 PM 1:31

T.R.A. DOCKET ROOM
JANET H. WRIGHT
DIRECTOR

January 27, 2005

Chairman Patrick Miller
Tennessee Regulatory Authority
460 James Roberson Parkway
Nashville, TN 37243

DOCKET NO.

05-00645

Dear Chairman Miller

The City of Knoxville is petitioning for the assignment of 311 service from BellSouth. The service will be used by the City to establish a call center that will greatly aid citizens by providing a single point of contact to request information and services. If possible, as we desire to have this capability effective for testing by March 15, 2005, we request the attached petition be on the February agenda for approval. We request the service to cover the entire Knoxville calling area.

Thank you for your assistance. If you have any questions or require further information, please feel free to contact me.

Sincerely,

Janet Wright
City of Knoxville
Information Systems Director

THE TENNESSEE REGULATORY AUTHORITY

In re:

PETITION OF THE CITY OF

KNOXVILLE TO PROVIDE 311

SERVICES TO THE RESIDENTS OF

THE CITY OF KNOXVILLE

On behalf of the City of Knoxville, Tennessee, we are requesting that the Tennessee Regulatory Authority approve the allocation of N11 Number (311) to the City of Knoxville for the purpose of providing public access to non-emergency government services.

Background

The Federal Communications Commission directed Bell Communications Research (Bellcore) in its capacity as North American Numbering Plan (NANP) to set aside 311 as a code to be used for the public to reach non-emergency police and other government services (Federal Communications Commission, First Report and Order and Further Notice of Proposed Rulemaking, CC97-7, February 19, 1997). The Commission required that when a provider of telecommunications services receives a request from an entity to use 311 for access to non-emergency police and other government services in a particular jurisdiction, that provider must ensure that it takes any steps necessary to complete 311 calls from the subscribers to a requesting 311 entity.

Prior to the issuance of the FCC's First Report, the Authority reviewed requests for the allocation of N11 numbers pursuant to criteria set forth in the Interim Order issued

on October 20, 1993 by the Tennessee Public Service Commission ("TPSC") in TPSC Docket No. 92-13892 ("TPSC Order") to determine the most qualified applicant for allocation of each N11 number in each local calling area. The criteria included:

- a. the overall financial fitness of the applicant;
- b. the technical ability and willingness of the applicant to provide the service on a permanent and continuous basis;
- c. the ability and willingness of the applicant to abide by applicable TPSC rules and policies;
- d. the rates, services and collection practices to be utilized by the applicant;
- e. the extent and duration of the applicant's service to the local community;
- f. anticipated future uses by the community of the proposed service being offered by the applicant; and
- g. the type of information services to be provided by the applicant over N11 and its relative value to the public and local community.

(Tennessee Regulatory Authority, Petition of Contact Ministries, Inc. to Provide the 211 Information and Referral Services, Docket No. 02-00126, March 12, 2002).

Petition for 311 Services

In May 2005, the City of Knoxville ("the City") plans to launch a "call center" to enable its residents to call one phone number to gain access to non-emergency government services. In developing the call center, the City visited similar centers in Chattanooga, Indianapolis, and Birmingham and conducted interviews with other cities.

Most of these model cities utilize "311" as their one call number or have plans to migrate to 311 in the near future. By this petition, the City requests the ability to do the same.

The Applicant's Overall Financial Fitness

The 311 service will be provided by the City of Knoxville, a political subdivision of the State of Tennessee that is governed by an elected Mayor and a nine (9) member City Council of which six members are elected from districts and three are elected 'at-large' representing the entire city. The 311 Center is funded through the City's general fund. As shown in Attachment A, the year-end 2005 general fund balance is projected to be \$134,943,000. Financial statements for year-end 2004 are submitted as Attachment B.

In July 2004, City Council approved a budget that included an additional \$500,000 for start-up costs required to initiate the Call Center. On December 29, 2004, Council approved a contract with Motorola to utilize some of the initial funding for software and implementation services. The approved annual budget for the Center is found in Attachment C.

The Applicant's Technical Ability and Willingness to Provide the Service on a Permanent and Continuous Basis

The City has a 28 member professional staff dedicated to providing Information Services and telecommunication services to all City departments. Telephony equipment and services for both City and County facilities are outsourced to Southeastern

Telecommunications which supplies two full-time on-site employees. See Appendix D for other technical capabilities. The City uses BellSouth as its principal local service provider.

A manager, supervisor, and four customer service representatives will initially staff the Call Center. The Call Center Manager serves at the will of the Mayor. The Supervisor and Customer Support Representatives are civil service employees. A job description of each position is submitted as Appendix E.

As part of the implementation of the Call Center, the City contracted with Motorola, Inc. to provide software for a citizen service request (CSR) system and technical assistance. Motorola assisted other cities such as Baltimore, Dallas, and Chattanooga in implementation of similar call centers.

The City intends to provide the service on a permanent and continuous basis once it is commenced in May 2005. The executive summary of the City 311 business plan (Appendix F) demonstrates the City's ongoing commitment to the Call Center.

The Applicant's Willingness to Abide by Applicable TPSC Rules and Policies

The City intends to fully abide by and comply with applicable TPSC rules and policies.

The Applicant's Rates, Services and Collection Practices

The City does not intend to charge residents for use of the 311 service.

The Extent and Duration of the Applicant's Service

Currently, Knoxville residents are required to select from numerous telephone numbers at multiple City departments when they wish to request a government service or seek information from the City. Upon implementation of the Call Center, residents will be able to continue to call 911 for emergency services and a single number for all other City departments (with the exception of non-emergency services at the Police and Fire Departments). See Appendix G – Call Center Background for further details.

A list of City departments and divisions whose calls will be handled by the Call Center and, upon approval of this petition, 311, would include but not be limited to:

- a. Public Service
- b. Codes Enforcement
- c. City Engineering
- d. Office of the Mayor
- e. City Court
- f. Parks and Recreation

Additional City departments and divisions may be added as Customer Service personnel are trained and needs and volume are assessed.

At inception, service will be provided from 8 a.m. to 6:00 p.m. during weekdays. Additional service - during evenings, weekends and holidays - may be provided through a message center.

The Anticipated Future Uses of the Proposed Service

Upon successful implementation of the first phase of the Call Center, the City will utilize the Call Center - and 311 - for those non-emergency services provided by the Police Department and Fire Department. The City will also work with Knox County officials to determine a means of supporting 311 for county service requests.

The Type of Information Services to Be Provided by the Applicant and its Relative Value to the Public and Local Community

Implementation of the Call Center and utilization of 311 will enable the City of Knoxville to join the growing list of municipalities across the nation that have focused on the need to both increase citizen access to government service and enhance the accountability of government departments. Citizens will dial 311 for information about virtually all non-public safety City services and will be able to request any City provided service (e.g. garbage pickup).

At the same time, utilization of a Call Center - and the software being implemented with the assistance of Motorola - will enable the City to more accurately track the performance of City government. The Call Center is a key component of the City's movement toward a Performance Measurement program designed to create a more efficient and effective government.

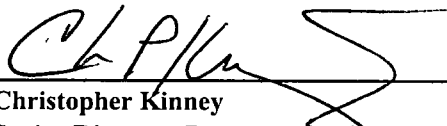
Conclusion

Success of the Call Center depends upon the City's ability to use an easy to remember and easy to use telephone number. Based on the historic national success of 911 for emergency calls and the success in other municipalities of 311 to provide many of the same services that the City expects to provide through the Call Center, the allocation of 311 will greatly enhance the City's ability to maximize the value of its efforts.

Dated this 26th day of January, 2005



Janet Wright
Director of Information Systems



Christopher Kinney
Senior Director, Department of Finance and
Accountability

APPENDIX A

ESTIMATED FUND BALANCES - ALL FUNDS

Fiscal Year 2003/04 And 2004/05

Fund No	Fund Name	Beginning Fund Balance 7/1/2003	Revenues and Sources of Funds FY 03/04	Estimated Expenses and Uses of Funds FY 03/04	Ending Fund Balance 6/30/2004	Budgeted Revenues FY 04/05	Budgeted Expenditures FY 04/05	Estimated Ending Fund Balance 6/30/2005
100	GENERAL FUND	\$18,498	\$131,408	\$133,592	\$16,314	\$144,240	\$144,240	\$16,314
	SPECIAL REVENUE FUNDS							
201	State Street Aid	1,737	4,889	4,889	1,737	4,906	4,906	1,737
202	Community Improvement	0	0	0	0	90	90	0
209	Abandoned Vehicles	971	636	518	1,089	510	509	1,090
213	City Court	259	4,179	3,982	456	3,600	3,600	456
216	City Inspections	238	1,851	1,655	434	1,903	1,903	434
220	Stormwater	492	1,670	1,671	491	1,867	1,867	491
230	Solid Waste	3,778	9,252	9,178	3,852	10,020	10,020	3,852
240	Misc Special Revenue	1,553	1,881	798	2,636	2,261	2,261	2,636
264	Home Grants	0	1,862	1,862	0	1,802	1,802	0
269	Emergency Shelter Grants	0	87	87	0	85	85	0
270	Empowerment Zone	0	5,932	5,932	0	994	994	0
290	Community Dev Block Grant	135	2,177	2,312	0	2,780	3,345	(565)
	Subtotal - Spec Revenue	9,163	34,416	32,884	10,695	30,818	31,382	10,131
305	DEBT SERVICE FUNDS							
	Debt Services	19,416	35,626	27,730	27,312	22,989	20,073	30,228
	Subtotal - Debt Service	19,416	35,626	27,730	27,312	22,989	20,073	30,228
401	CAPITAL PROJECT FUNDS							
451	Capital Projects	14,556	9,642	11,728	12,470	18,845	20,845	10,470
	Chilhowee Park	0	0	0	0	0	0	0
	Subtotal - Capital Projects	14,556	9,642	11,728	12,470	18,845	20,845	10,470
503	ENTERPRISE FUNDS							
504	Civic Aud./Coliseum	8,984	3,940	3,845	9,079	3,161	3,536	8,704
506	Metro Parking	6,556	1,022	1,043	6,535	945	726	6,754
506	Convention Center	11,025	17,424	16,710	11,739	17,906	19,515	10,130
507	Transportation	14,853	9,760	12,809	11,804	11,834	13,184	10,454
	Subtotal - Enterprise	41,418	32,146	34,407	39,157	33,846	36,961	36,042
701	INTERNAL SERVICE FUNDS							
702	Office Services	7	481	466	22	452	452	22
702	Fleet Services	15,152	7,800	7,650	15,302	8,692	8,234	15,760
704	Risk Management	5	6,754	6,500	259	6,828	6,828	259
705	Health Care	1,778	12,587	11,700	2,665	15,440	14,140	3,965
706	Equipment Replacement	11,807	2,040	2,380	11,467	1,942	1,797	11,612
707	City Building	140	1,238	1,238	140	1,443	1,443	140
	Subtotal - Internal Service	28,889	30,900	29,934	29,855	34,797	32,894	31,758
	GRAND TOTAL	\$131,940	\$274,138	\$270,275	\$135,803	\$285,535	\$286,395	\$134,943

* All numbers in \$1,000's

APPENDIX B

CITY OF KNOXVILLE, TENNESSEE
STATEMENT OF NET ASSETS
June 30, 2004
(in thousands)

	Primary Government			Component Units		
	Governmental Activities	Business-type Activities	Total	Knoxville Utilities Board	Metropolitan Knoxville Airport Authority	Knoxville Area Transit
ASSETS						
Cash and temporary investments	\$ 4,916	\$ 1,938	\$ 6,854	\$ 88,308	\$ 4,619	\$ -
Investments	80,739	4,299	85,038	87,702	21,177	766
Receivables (net of allowance for uncollectibles)						
Accounts	19,145	938	20,083	52,540	1,810	3,198
Taxes on real and personal property	93,947	-	93,947	-	-	-
Notes	9,914	-	9,914	284	-	-
TVA conservation program	-	-	-	4,202	-	-
Other	-	-	-	12	-	-
Internal balances	1,437	(1,437)	-	-	-	-
Due from component units	2,306	-	2,306	-	-	-
Inventory	2,031	-	2,031	5,030	-	769
Prepaid items	645	-	645	12,435	522	181
Investment in capital lease	-	861	861	-	-	-
Deferred charges	-	866	866	348	2,085	-
Restricted assets						
Temporarily restricted						
Bond funds	-	-	-	8,846	393	-
Unused bond proceeds	21,190	-	21,190	30,128	-	-
Receivables	-	-	-	-	485	-
Other	-	-	-	323	69	-
Other assets	-	-	-	6,176	1,637	-
Capital assets						
Land and site improvements	39,369	6,042	45,411	-	139,207	-
Building and building improvements	38,952	206,456	245,408	-	118,400	5,013
Utility plant in service	-	-	-	1,088,168	-	-
Equipment, furniture and fixtures	53,673	3,006	56,679	-	7,263	23,127
Infrastructure	176,314	-	176,314	-	-	-
Construction in progress	50,100	-	50,100	58,341	3,545	744
Less accumulated depreciation	(115,833)	(36,697)	(152,530)	(388,510)	(97,446)	(13,656)
Total assets	<u>\$ 478,845</u>	<u>\$ 186,272</u>	<u>\$ 665,117</u>	<u>\$ 1,054,333</u>	<u>\$ 203,766</u>	<u>\$ 20,142</u>
LIABILITIES AND NET ASSETS						
Liabilities						
Accounts payable	\$ 5,966	\$ 365	\$ 6,331	\$ 35,981	\$ 1,093	\$ 195
Matured principal and interest on bonds	-	-	-	923	-	-
Accrued liabilities	9,454	782	10,236	17,944	621	354
Due to primary government	-	-	-	-	-	2,305
Due to other governmental agencies	1,674	-	1,674	-	-	-
Unearned revenue	97,793	92	97,885	-	-	-
Customer deposits, plus accrued interest	-	-	-	8,125	-	-
Estimated liability for litigation and claims	5,592	-	5,592	1,782	-	-
Liabilities payable from restricted assets						
Bonds and notes due within one year	-	-	-	-	405	-
Accrued interest	-	-	-	-	373	-
Noncurrent liabilities						
Bonds, notes, debt agreements and capital leases due within one year	10,016	3,569	13,585	98,795	-	-
Bonds, notes, debt agreements and capital leases due in more than one year	96,598	154,168	250,766	275,994	106,977	-
Other noncurrent liabilities	-	-	-	4,996	-	-
Total liabilities	<u>227,093</u>	<u>158,976</u>	<u>386,069</u>	<u>444,540</u>	<u>109,469</u>	<u>2,854</u>
Net assets						
Invested in capital assets, net of related debt	157,151	52,604	209,755	418,416	66,222	15,228
Restricted for						
Debt service	26,801	-	26,801	4,385	-	-
Other	-	-	-	323	948	-
Unrestricted	<u>67,800</u>	<u>(25,308)</u>	<u>42,492</u>	<u>186,669</u>	<u>27,127</u>	<u>2,060</u>
Total net assets	<u>251,752</u>	<u>27,296</u>	<u>279,048</u>	<u>609,793</u>	<u>94,297</u>	<u>17,288</u>
Total liabilities and net assets	<u>\$ 478,845</u>	<u>\$ 186,272</u>	<u>\$ 665,117</u>	<u>\$ 1,054,333</u>	<u>\$ 203,766</u>	<u>\$ 20,142</u>

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
BALANCE SHEET
GOVERNMENTAL FUNDS
June 30, 2004
(in thousands)

	General	Debt Service	Capital Projects	Other Governmental Funds	Total Governmental Funds
ASSETS					
Cash and temporary investments	\$ 58	\$ 1,187	\$ 932	\$ 1,579	\$ 3,756
Investments	9,761	19,243	10,919	17,566	57,489
Receivables (net of allowance for uncollectibles)					
Accounts	12,748	44	976	5,316	19,084
Taxes on real and personal property	68,851	25,096	-	-	93,947
Notes	-	2,440	-	7,474	9,914
Due from other funds	1,107	6,235	-	100	7,442
Due from component units	2,306	-	-	-	2,306
Inventory	236	-	-	-	236
Prepaid items	-	131	12	3	146
Restricted assets					
Temporarily restricted					
Unused bond proceeds	-	-	21,190	-	21,190
Total assets	<u>\$ 95,067</u>	<u>\$ 54,376</u>	<u>\$ 34,029</u>	<u>\$ 32,038</u>	<u>\$ 215,510</u>
LIABILITIES AND FUND BALANCES					
Liabilities					
Accounts payable	\$ 2,018	\$ -	\$ 2,378	\$ 1,328	\$ 5,724
Accrued liabilities	1,765	285	-	130	2,180
Due to other funds	-	-	-	2,472	2,472
Due to other governmental agencies	1,674	-	-	-	1,674
Deferred revenue	69,418	24,719	-	9,845	103,982
Total liabilities	<u>74,875</u>	<u>25,004</u>	<u>2,378</u>	<u>13,775</u>	<u>116,032</u>
Fund balances:					
Reserved for					
Encumbrances	736	-	353	40	1,129
Incompleted contracts	981	-	22,455	4,010	27,446
Inventories	236	-	-	-	236
Prepaid items	-	131	12	3	146
Notes receivable	-	2,440	-	2,132	4,572
Debt service	-	26,801	-	-	26,801
Unreserved, reported in					
General fund	18,239	-	-	-	18,239
Special revenue funds	-	-	-	12,078	12,078
Capital projects funds	-	-	8,831	-	8,831
Total fund balances	<u>20,192</u>	<u>29,372</u>	<u>31,651</u>	<u>18,263</u>	<u>99,478</u>
Total liabilities and fund balances	<u>\$ 95,067</u>	<u>\$ 54,376</u>	<u>\$ 34,029</u>	<u>\$ 32,038</u>	<u>\$ 215,510</u>

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
RECONCILIATION OF TOTAL GOVERNMENTAL FUND BALANCE
TO NET ASSETS OF GOVERNMENTAL ACTIVITIES
June 30, 2003
(in thousands)

Total governmental fund balances	\$ 99,478
<i>Amounts reported for governmental activities in the statement of net assets are different because</i>	
<i>Accounting basis differences</i>	
Capital assets used in governmental activities are not financial resources and therefore are not reported in the balance sheet of the governmental funds	228,113
Long-term liabilities, including debt, are not due and payable in the current period and therefore are not reported as liabilities in the balance sheet of the governmental funds	
Bonds and notes	(106,614)
Accrued liabilities	
Compensated absences	(5,980)
Accrued interest on long-term debt	(958)
Revenues that have been deferred in the balance sheet of the governmental funds because they were not available to pay current liabilities of the period are recognized as revenue in the statement of activities and therefore are not included in the statement of net assets	6,189
<i>Consolidation differences</i>	
Internal service funds are used to charge the costs of office services, fleet management, risk management, health insurance and equipment replacement to individual funds. The assets and liabilities, plus amounts of expenses related to business-type funds, of the internal service funds are included in governmental activities in the statement of net assets	
Internal service fund assets and liabilities	31,154
Net assets related to business-type funds	370
Governmental net assets	<u>\$ 251,752</u>

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
GOVERNMENTAL FUNDS
For the year ended June 30, 2004
(in thousands)

	General	Debt Service	Capital Projects	Other Governmental Funds	Total Governmental Funds
Revenues:					
Taxes, assessments, interest and penalties	\$ 111,054	\$ 24,076	\$ -	\$ -	\$ 135,130
Licenses, permits and inspection charges	264	-	-	1,846	2,110
Intergovernmental revenue	15,280	1,269	890	13,556	30,995
Charges for services	1,167	-	-	3,739	4,906
Fines and forfeitures	330	-	-	2,972	3,302
Other	1,135	330	262	3,549	5,276
Total revenue	129,230	25,675	1,152	25,662	181,719
Expenditures:					
Current					
Administration	1,839	-	-	-	1,839
Finance	3,415	-	-	-	3,415
Law	1,451	-	-	-	1,451
Information systems	2,700	-	-	-	2,700
Legislative	744	-	-	-	744
City court	-	-	-	661	661
Civil service	846	-	-	280	1,126
Elections	103	-	-	-	103
Police	35,434	-	-	3,759	39,193
Fire	24,423	-	-	-	24,423
Emergency management	272	-	-	-	272
Public service	14,519	-	-	-	14,519
Streets	-	-	-	2,608	2,608
Engineering	5,004	-	-	1,672	6,676
Solid waste disposal	-	-	-	9,193	9,193
Development services	695	-	-	1,992	2,687
Parks and recreation	5,965	-	-	11	5,976
Metropolitan Planning Commission	693	-	-	-	693
Knoxville Zoological Park management agreement	855	-	-	-	855
Community agency grants	1,973	-	-	-	1,973
Community Action Committee	437	-	-	-	437
Waterfront operations	559	-	-	-	559
Mass transit	4,513	-	-	1,005	5,518
Community development	-	-	-	2,307	2,307
Other	-	-	-	5,345	5,345
Capital and grant projects	-	-	23,317	-	23,317
Debt service					
Principal retirement	-	19,304	-	-	19,304
Interest on bonds and notes	-	2,973	-	-	2,973
Other services and charges	-	140	-	-	140
Total expenditures	106,440	22,417	23,317	28,833	181,007
Excess (deficiency) of revenues over expenditures	22,790	3,258	(22,165)	(3,171)	712
Other financing sources (uses)					
Proceeds from issuance of debt	-	138	42,829	-	42,967
Transfers in	3,360	9,981	6,412	9,884	29,637
Transfers out	(24,453)	(3,547)	(9,981)	(4,820)	(42,801)
Total other financing sources (uses)	(21,093)	6,572	39,260	5,064	29,803
Net change in fund balance	1,697	9,830	17,095	1,893	30,515
Fund balance at beginning of year	18,495	19,542	14,556	16,370	68,963
Fund balance at end of year	\$ 20,192	\$ 29,372	\$ 31,651	\$ 18,263	\$ 99,478

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES, AND
CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF ACTIVITIES
For the year ended June 30, 2004
(in thousands)

Net change in fund balances of total governmental funds	\$ 30,515
<i>Amounts reported for governmental activities in the statement of activities are different because</i>	
<i>Accounting basis differences</i>	
Governmental funds report capital outlays as expenditures	19,290
The cost of capital assets is allocated over their estimated useful lives as depreciation expense in the statement of changes in net assets	(6,700)
Governmental funds only report the disposal of assets to the extent proceeds are received from the sale. In the statement of activities, a gain or loss is reported for each disposal by reducing the proceeds by the cost, less related accumulated depreciation of each asset disposed	(422)
Revenues in the statement of activities that do not provide financial resources are not reported as revenues in the statement of revenues, expenditures and changes in fund balances of governmental funds	(2,396)
Proceeds from debt issues are an other financing source in the statement of revenues, expenditures and changes in fund balances of governmental funds. Debt issues increase long-term liabilities in the statement of net assets.	(42,967)
Premiums from issuance of debt and gains from early retirement of debt are amortized over the term of related debt and are included as interest expense in the statement of activities	37
Repayment of debt principal is an expenditure in the statement of revenues, expenditures and changes in fund balances of governmental funds. Repayments of debt principal reduces long-term debt in the statement of net assets	19,304
Interest that has been accrued on outstanding debt from the last payment date through the balance sheet date and recorded as an expense in the statement of activities. In the statement of revenues, expenditures and changes in fund balances of governmental funds interest expenditures are only reported when due	(251)
Some expenses reported in the statement of activities do not require the use of current financial resources and therefore are not reported as expenditures in the statement of revenues, expenditures and changes in fund balances of governmental funds	
Compensated absences	102
The revenue and expenses of certain activities of internal service funds are reported with governmental activities in the statement of activities	
Revenues for goods and services billed to other government organizations	3,277
Expenses	(3,274)
Investment earnings	235
Transfers	2,124
Change in net assets of governmental activities	\$ <u>18,874</u>

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES - BUDGET AND ACTUAL - GAAP BASIS
GENERAL FUND
For the year ended June 30, 2004
(in thousands)

	Budget		Actual	Actual Over (Under) Final Budget
	Original	Final		
Revenues				
Taxes, assessments, interest and penalties	\$ 106,947	\$ 106,947	\$ 111,054	\$ 4,107
Licenses, permits and inspection charges	281	281	264	(17)
Intergovernmental revenue	16,704	16,752	15,280	(1,472)
Charges for services	950	950	1,167	217
Fines and forfeitures	258	258	330	72
Other	5,580	8,290	1,135	(7,155)
Total revenue	130,720	133,478	129,230	(4,248)
Expenditures:				
Current				
Administration	1,817	1,820	1,839	19
Finance	3,089	3,674	3,415	(259)
Law	1,382	1,421	1,451	30
Information systems	2,816	2,991	2,700	(291)
Legislative	774	956	744	(212)
Civil service	916	917	846	(71)
Elections	200	283	103	(180)
Police	36,611	36,946	35,434	(1,512)
Fire	24,589	24,830	24,423	(407)
Emergency management	316	328	272	(56)
Public service	15,474	15,047	14,519	(528)
Engineering	4,521	5,132	5,004	(128)
Development services	847	969	695	(274)
Parks and recreation	5,896	6,141	5,965	(176)
Metropolitan Planning Commission	693	693	693	-
Knoxville Zoological Park management agreement	855	855	855	-
Community agency grants	1,517	1,973	1,973	-
Community Action Committee	438	438	437	(1)
Waterfront operations	448	560	559	(1)
Mass transit	4,455	4,455	4,513	58
Other	1,350	1,350	-	(1,350)
Total expenditures	109,004	111,779	106,440	(5,339)
Excess of revenues over expenditures	21,716	21,699	22,790	1,091
Other financing sources (uses)				
Transfers in	2,435	2,435	3,360	925
Transfers out	(24,151)	(24,086)	(24,453)	367
Total other financing sources (uses)	(21,716)	(21,651)	(21,093)	558
Net change in fund balances	-	48	1,697	1,649
Fund balance at beginning of year	18,495	18,495	18,495	-
Fund balance at end of year	\$ 18,495	\$ 18,543	\$ 20,192	\$ 1,649

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
STATEMENT OF NET ASSETS
PROPRIETARY FUNDS
June 30, 2004
(in thousands)

	Business-type Activities			Governmental Activities
	Knoxville Convention Center	Other Business-type Activities	Total	Internal Service Funds
ASSETS				
Current assets				
Cash and temporary investments	\$ 1,433	\$ 505	\$ 1,938	\$ 1,160
Investments	-	4,299	4,299	23,250
Accounts receivable	652	286	938	61
Inventory	-	-	-	1,795
Prepaid items	-	-	-	499
Total current assets	2,085	5,090	7,175	26,765
Noncurrent assets				
Investment in capital lease	-	861	861	-
Deferred charges	853	13	866	-
Capital assets				
Land and site improvements	2,952	3,090	6,042	-
Building and building improvements	180,064	26,392	206,456	196
Equipment, furniture and fixtures	2,616	390	3,006	49,589
Less accumulated depreciation	(18,597)	(18,100)	(36,697)	(35,323)
Net capital assets	167,035	11,772	178,807	14,462
Total noncurrent assets	167,888	12,646	180,534	14,462
Total assets	\$ 169,973	\$ 17,736	\$ 187,709	\$ 41,227
LIABILITIES AND NET ASSETS				
Current liabilities				
Accounts payable	\$ 260	\$ 105	\$ 365	\$ 242
Accrued liabilities	-	148	148	336
Accrued interest	623	11	634	-
Due to other funds	933	134	1,067	3,903
Current maturities of general obligation bonds	3,175	394	3,569	-
Deferred revenue	-	92	92	-
Estimated liability for litigation and claims	-	-	-	5,592
Total current liabilities	4,991	884	5,875	10,073
General obligation bonds (net of discount), less current maturities	152,959	1,209	154,168	-
Total liabilities	157,950	2,093	160,043	10,073
Net assets				
Invested in capital assets, net of related debt	42,435	10,169	52,604	14,462
Unrestricted	(30,412)	5,474	(24,938)	16,692
Total net assets	12,023	15,643	27,666	31,154
Total liabilities and net assets	\$ 169,973	\$ 17,736	\$ 187,709	\$ 41,227
Reconciliation of net assets to statement of net assets				
Net assets of total business-type proprietary funds			\$ 27,666	
Losses of internal service funds related to business-type activities			(370)	
Business-type net assets included in the statement of net assets			\$ 27,296	

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS
PROPRIETARY FUNDS
For the year ended June 30, 2004
(in thousands)

	Business-type Activities			Governmental Activities
	Knoxville Convention Center	Other Business-type Activities	Total	Internal Service Funds
Operating revenues				
Charges for services	\$ 3,748	\$ 2,809	\$ 6,557	\$ 30,230
Operating expenses				
Personal services	-	1,745	1,745	2,662
Material and supplies	-	188	188	4,063
Maintenance	-	50	50	493
Depreciation and amortization	4,507	692	5,199	5,317
Other services and charges	9,098	1,599	10,697	18,413
Total operating expenses	13,605	4,274	17,879	30,948
Operating loss	(9,857)	(1,465)	(11,322)	(718)
Non-operating revenues (expenses)				
Interest income	10	47	57	235
Intergovernmental revenues	6,357	-	6,357	-
Other revenues	4	-	4	193
Gain on disposal of capital assets	-	-	-	433
Interest expense	(4,958)	(77)	(5,035)	-
Net non-operating revenues (expenses)	1,413	(30)	1,383	861
Loss before contributions and transfers	(8,444)	(1,495)	(9,939)	143
Transfers in	9,442	1,598	11,040	2,136
Transfers out	-	-	-	(12)
Change in net assets	998	103	1,101	2,267
Net assets at beginning of year	11,025	15,540	26,565	28,887
Net assets at end of year	\$ 12,023	\$ 15,643	\$ 27,666	\$ 31,154
Reconciliation of changes in net assets to statement of activities				
Total changes in net assets of business-type proprietary funds			\$ 1,101	
Expenses of internal service funds related to business-type activities			(95)	
Changes in business-type net assets included in the statement of activities			\$ 1,006	

The accompanying notes are an integral part of these financial statements

CITY OF KNOXVILLE, TENNESSEE
STATEMENT OF CASH FLOWS
PROPRIETARY FUNDS
For the year ended June 30, 2004
(in thousands)

	Business-type Activities			Governmental Activities
	Knoxville Convention Center	Other Business Type Activities	Total	Internal Service Funds
Cash flows from operating activities:				
Receipts from customers and users	\$ 3,954	\$ 2,579	\$ 6,533	\$ -
Receipts from interfund services provided	-	-	-	30,350
Payments to suppliers	(11,086)	(1,378)	(12,464)	(7,429)
Payments of claims and insurance	-	-	-	(15,426)
Payments to employees	-	(1,773)	(1,773)	(2,697)
Payments for interfund services used	(39)	(464)	(503)	(409)
Net cash provided (used) by operating activities	(7,171)	(1,036)	(8,207)	4,389
Cash flows from noncapital financing activities:				
Transfers from other funds	9,442	1,598	11,040	2,137
Transfers to other funds	-	-	-	(12)
Advances from other funds	933	133	1,066	939
Repayment of advances from other funds	-	(84)	(84)	(178)
Tax revenues	6,356	-	6,356	-
Net cash provided by noncapital financing activities	16,731	1,647	18,378	2,886
Cash flows from capital and related financing activities:				
Principal paid on general obligation bond maturities	(4,290)	(381)	(4,671)	-
Interest paid	(4,962)	(84)	(5,046)	-
Proceeds from sale of capital assets	-	-	-	582
Principal received from capital lease	-	17	17	-
Acquisition and construction of capital assets	-	(329)	(329)	(3,182)
Net cash used by capital and related financing activities	(9,252)	(777)	(10,029)	(2,600)
Investing activities:				
Purchase of investments	-	(411)	(411)	(9,177)
Proceeds from sales of investments	-	476	476	3,431
Investment earnings	10	51	61	301
Net cash provided (used) by investing activities	10	116	126	(5,445)
Net increase (decrease) in cash	318	(50)	268	(770)
Cash at beginning of the year	1,115	555	1,670	1,930
Cash at end of the year	\$ 1,433	\$ 505	\$ 1,938	\$ 1,160
Reconciliation of operating loss to net cash provided (used) by operating activities:				
Operating (loss)	\$ (9,857)	\$ (1,465)	\$ (11,322)	\$ (718)
Adjustments to reconcile operating income (loss) to net cash provided (used) by operating activities				
Depreciation	4,507	692	5,199	5,317
Amortization of bond issuance costs	43	4	47	-
Other income	4	-	4	193
(Increase) decrease in assets				
Receivables	201	(5)	196	(78)
Inventory	-	-	-	(654)
Prepayments	-	-	-	(173)
Increase (decrease) in liabilities				
Accounts payable	(2,069)	(10)	(2,079)	(323)
Accrued expenses	-	(25)	(25)	(37)
Deferred revenue	-	(227)	(227)	-
Estimated liability for litigation and claims	-	-	-	862
Net cash provided (used) by operating activities	\$ (7,171)	\$ (1,036)	\$ (8,207)	\$ 4,389
Noncash investing, capital and financing transactions:				
Accounts payable for acquisition of capital assets	\$ -	\$ -	\$ -	\$ 84
Increase in fair value of investments	\$ -	\$ -	\$ -	\$ 13

The accompanying notes are an integral part of these financial statements

APPENDIX C

311 CALL CENTER BUDGET

<u>Account Code</u>	<u>Account Description</u>	<u>2005 Budget</u>
6102	Regular Salaries	225,000
6207	Overtime	8,000
6210	Long Term Disability	1,120
6211	Section 457 Match	720
6213	Other Benefits	1,800
6401	Social Security	14,450
6402	Retirement	9,120
6403	Group Health	29,310
6404	Group Life	1,570
6406	Medicare	3,380
6410	Health Family Premium	9,340
	Subtotal - Personal Services	<u>303,810</u>
7100	Office Supplies	<u>6,000</u>
	Subtotal - Supplies	<u>6,000</u>
8111	Printing - OS	1,500
8112	Copier - OS	1,000
8113	Stores - OS	1,000
8150	Publicity	30,000
8160	Communications	18,292
8162	Cellular Phone Charges	600
8410	Meetings & Training	4,000
8420	Travel	1,000
8510	Risk Management/Ins	1,560
8511	Risk Management Deductible	500
8610	Professional Services	5,000
8631	City/County Bldg Lease	10,270
8635	Equipment Leases	2,000
8640	Maintenance Service	60,000
	Subtotal - Charges	<u>136,722</u>
	Subtotal - Capital	<u>0</u>
	Total	<u><u>446,532</u></u>

APPENDIX D

APPENDIX D – Technical Capability

Over 1200 desk/laptop computers installed with Windows 95, 98, 2000, or XP are utilized by City employees. All desktop computers contain Microsoft Office (97 or 2000) office automation software and use Internet Explorer 5.5 (or above) to connect externally to the Internet and internally to intranets and other departmental specific software. Currently, client-server, web-based, and mainframe based architecture support citywide applications.

The City Information Systems Division supports all city computers and software and employs senior level systems engineers, analysts, database administrators, technical writer, and help desk support staff. This Division performs backups and maintains the servers, workstations, software, and network environment.

The City network is a sophisticated 10-100 MB Ethernet WAN that is sectorized with switches, routers, and firewalls. City owned fiber connects the main City-County building to most city facilities including fire stations, a convention center, public works facilities, and police safety buildings. Other facilities are connected via T1 or T3 telecommunications. Novell NetWare operates on all file servers and functions as a communications tool to automate delivery of software upgrades and inventories.

The City phone system is maintained by the Public Building Authority (a joint City/County agency) and operates on a voice network supported by an NEC 2400 IPX switch. The Call Center will operate on a separate circuit as to be able to handle the expected call volume.

APPENDIX E

City of Knoxville City
The Civil Service Merit Board
General Government Classification Specification



CLASS TITLE

EFFECTIVE DATE

CLASS CODE

CUSTOMER SERVICE SUPERVISOR 12/04

XXXX

The examples of work given are illustrative of the duties assigned to positions of this class. No attempt is made to be exhaustive. The intent of the listed examples is to give a general indication of the levels of difficulty and responsibility common to all positions of this class. The Suggested Minimum Qualifications express the minimum background necessary as evidence of an applicant's ability to qualify for positions of this class. The Civil Service Department may allow substitution of appropriate education or experience for those listed.

DEFINITION

Under general direction of the Call Center Manager, performs work of considerable difficulty by supervising 311 Call Center operations and guiding staff in providing customer service, to include receiving inquiries/complaints from customers via telephone/Internet, entering data into computer, researching information in computer database, providing information, referring issues appropriate departments/personnel, and researching status of complaints.

EXAMPLES OF WORK PERFORMED

Supervises customer service activities; ensures prompt, friendly, and efficient customer service.

Supervises, directs, and evaluates assigned staff, processing employee concerns and problems, directing work, counseling, disciplining, and completing employee performance appraisals.

Assists in performing customer service functions by telephone, Internet, e-mail, fax, mail, or other media; answers incoming telephone calls and reviews incoming correspondence; screens calls and determines nature/urgency of the issue; categorizes and codes complaints for data entry purposes and to monitor resolution.

Supervises and assists in performing data entry functions by keying data into computer system; enters, retrieves, reviews or modifies data in computer database; verifies accuracy of entered data and makes corrections.

Supervises and assists with provision of information and assistance related to City services/activities, procedures, documentation, or other issues; responds to questions, complaints, or requests for service; analyzes data to determine proper response to inquiries.

Supervises and assists with research of requests, problems, and complaints and initiates appropriate action; generates work orders to resolve service issues; locates and contacts appropriate personnel in other City agencies/departments for information or assistance with problem resolution; refers problems to other departments/individuals as appropriate.

Supervises complaint resolution; monitors status of complaints and requests to

City of Knoxville City
The Civil Service Merit Board
General Government Classification Specification



ensure proper resolution; troubleshoots problem calls with personnel in other agencies/departments.

Receives various forms, reports, correspondence, statistical data, productivity charts, customer satisfaction surveys, complaints, database records, policies, procedures, manuals, reference materials, or other documentation; reviews, completes, processes, retains resource material as appropriate.

Operates a personal computer, general office equipment, telephone, or other equipment as necessary to complete essential functions, to include the use of word processing, spreadsheet, database, email, Internet, or other computer programs; performs operations on equipment such as backing up data or replacing paper, ink, or toner.

Communicates with Call Center Manager, employees, interns, customers, outside agencies, and other individuals as needed to coordinate work activities, review status of work, exchange information, resolve problems, or give/receive advice/direction.

Additional functions may include: Performs general/clerical tasks, which may include making copies, sending/receiving faxes, filing documentation, or processing incoming/outgoing mail.

Provides assistance to other employees or departments as needed.

Performs other related duties as required.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

Ability to operate, maneuver and/or control the actions of equipment, machinery, tools, and/or materials used in performing essential functions.

Ability to utilize a wide variety of reference, descriptive, and/or advisory data and information.

Ability to perform addition, subtraction, multiplication, and division; the ability to calculate decimals and percentages; the ability to utilize principles of fractions; and the ability to interpret graphs.

Ability to apply principles of persuasion and/or influence over others in a supervisory capacity and in coordinating activities of a project, program, or designated area of responsibility

SUGGESTED MINIMUM QUALIFICATIONS

Graduation from a high school or equivalent; supplemented by two years of experience and/or training involving call center operations, customer service, and/or complaint resolution, or an equivalent combination of education, training, and experience, which provides the requisite knowledge, skills, and abilities for this job.

Must have experience using spreadsheet and word processing software.

City of Knoxville City
The Civil Service Merit Board
General Government Classification Specification



CLASS TITLE

CUSTOMER SERVICE REP

EFFECTIVE DATE

12/04

CLASS CODE

XXXX

The examples of work given are illustrative of the duties assigned to positions of this class. No attempt is made to be exhaustive. The intent of the listed examples is to give a general indication of the levels of difficulty and responsibility common to all positions of this class. The Suggested Minimum Qualifications express the minimum background necessary as evidence of an applicant's ability to qualify for positions of this class. The Civil Service Department may allow substitution of appropriate education or experience for those listed.

DEFINITION

The purpose of this classification is to provide customer service, to include receiving inquiries/complaints from customers via telephone/Internet, entering data into computer, researching information in computer database, providing information, referring issues to appropriate departments/personnel, and researching status of complaints.

EXAMPLES OF WORK PERFORMED

- Performs customer service functions by telephone, Internet, e-mail, fax, mail, or other media; answers incoming telephone calls and reviews incoming correspondence; screens calls and determines nature/urgency of the issue; categorizes and codes complaints for data entry purposes and to monitor resolution.
- Performs data entry functions by keying data into computer system; enters, retrieves, reviews or modifies data in computer database; verifies accuracy of entered data and makes corrections.
- Provides information and assistance related to City services/activities, procedures, documentation, or other issues; responds to questions, complaints, or requests for service; analyzes data to determine proper response to inquiries.
- Researches requests, problems, and complaints and initiates appropriate action; generates work orders to resolve service issues; locates and contacts appropriate personnel in other City agencies/departments for information or assistance with problem resolution; refers problems to other departments/individuals as appropriate.
- Monitors status of complaints and requests to ensure proper resolution.
- Prepares or completes various forms, reports, correspondence, complaint forms, work orders, or other documents.
- Receives various forms, reports, correspondence, complaints, database records, policies, procedures, manuals, reference materials, or other documentation; reviews, completes, processes, forwards or retains as appropriate.
- Operates a personal computer, general office equipment, telephone, or other

City of Knoxville City
The Civil Service Merit Board
General Government Classification Specification



equipment as necessary to complete essential functions, to include the use of word processing, spreadsheet, database, email, Internet, or other computer programs; performs tasks such as backing up data or replacing paper, ink, or toner in equipment.

Communicates with supervisor, employees, other departments, City officials, customers, the public, outside agencies, and other individuals as needed to coordinate work activities, review status of work, exchange information, or resolve problems.

Occasionally performs general/clerical tasks which may include making copies, sending/receiving faxes, filing documentation, or processing incoming/outgoing mail.

Provides assistance to other employees or departments as needed.
Performs other related duties as required.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

Ability to calculate and/or tabulate data. Includes performing subsequent actions in relation to these computational operations.

Ability to provide guidance, assistance, and/or interpretation to others regarding the application of procedures and standards to specific situations.

Ability to operate, maneuver and/or control the actions of equipment, machinery, tools, and/or materials used in performing essential functions.

Ability to utilize a wide variety of reference, descriptive, and/or advisory data and information.

Ability to perform addition, subtraction, multiplication, and division; the ability to calculate decimals and percentages; the ability to utilize principles of fractions; and the ability to interpret graphs.

Ability to apply principles of rational systems; to interpret instructions furnished in written, oral, diagrammatic, or schedule form; and to exercise independent judgment to adopt or modify methods and standards to meet variations in assigned objectives.

Ability to exercise judgment, decisiveness and creativity in situations involving evaluation of information against measurable or verifiable criteria.

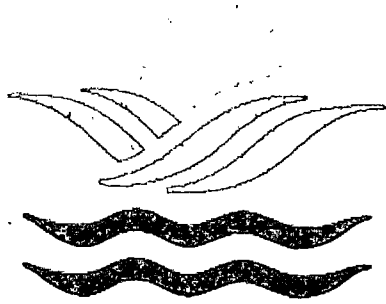
SUGGESTED MINIMUM QUALIFICATIONS

Graduation from a high school or equivalent; supplement by one (1) year of experience and/or training involving customer service, administrative/clerical work, and/or telephone/reception work, or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job.

Must have word processing experience.

Must be able to type 25 wpm.

APPENDIX F



CITY OF KNOXVILLE
BILL HASLAM, MAYOR

Knoxville 311
One Number, One Call

311 Business Plan
For Knoxville

Executive Summary

Overview: In an effort to streamline government and more efficiently serve the public, the City of Knoxville is implementing a centralized call center utilizing customer service request (CSR) technology. Dialing a simple, 3-digit telephone number, 311, will access the call center. Trained call center specialists will answer questions, note complaints, and process service requests.

The Problem: The City currently has several departments with people responsible for taking calls from the public including Public Service, Engineering, Codes Enforcement, Parks and Recreation, City Court, and the Office of the Mayor. These calls include basic information, damage reports, repair requests, and complaints. Each department has standards for call taking, call escalation, and resolution. Departments are not standardized in their ability to enter such calls into a computerized system for tracking and follow up actions.

The City's Blue Pages contain well over 200 telephone numbers, organized primarily around the City's departmental structure. The City also maintains a web site, which is organized in the same manner. The current system inherently leads to confusion, frustration, and low customer satisfaction.

A Simple Solution: By allowing the citizens of Knoxville to access the City's departments by dialing a simple, easy to remember, 3 digit number (311), the City is creating a "one stop" shop for all City services. Citizens will be able to speak with a customer service representative who will be able to take their request and automatically forward that request to the appropriate department for action. Callers will also be able to get information about City services and events. Use of a 3 digit, centralized number will greatly reduce the number of calls made unnecessarily to departments that are not responsible for service or information the caller is requesting.

High Performance Government: Channeling calls for City services through a centralized call center will also allow administrators to better track departmental performance. Calls for service will be tracked and data will be accumulated to see how many service requests are being filled and how long it takes to complete them. City departments and the administration will receive regular reports in order to gauge performance, note efficiencies, and search for ways to improve service delivery.

The Team: The 311 Call Center operates under the Office of the Mayor. The center will be staffed by six full time Customer Service Representatives. One of these will serve as the lead. The Call Center is managed by Russ Jensen who comes to the City of Knoxville with twenty-five years of experience in call centers, public service, and government

relations. The information technology project manager is Gerald Randles who has over ten years experience in Information Systems. Prior to the City of Knoxville, Gerald worked in Information Systems at Pilot Corporation and Bell South. Overseeing the implementation of the City's 311 Call Center is Janet Wright, Information Systems Director. Ms Wright has a Masters degree in Computer Science and has held top level positions at Wang, Westinghouse, and Oak Ridge National Laboratory.

One Stop Shop: Knoxville residents and business owners will be able to access needed City services or information with one call. Service requests can be completed over the phone without having to go to the City/County building in person. Customers will also be able to check the status of a request on-line over the City's website. Callers will be given a link that corresponds to their service request for future reference. On those occasions when the caller needs to be transferred to a specific department or office, call center personnel will stay on the line until it is determined that the caller is connected to right person for their issue.

Auto-Attendant & Notification: While the goal is to have all calls answered by a live operator, there will be times when volume will rise suddenly do to sudden adverse events such as snow storms or storm-water floods. During these periods, calls may be answered with an automated attendant with a message that lets callers know that the City is aware of the problem. The Auto-Attendant can also be programmed to give callers information about what action is being taken and what they can do to remain safe. The Auto-Attendant will automatically disconnect when volume is reduced so that live operators again answer calls.

Web Based Services: Knoxville residents will also have access to service requests over the Internet. By accessing the City's website and going to the 311 page, customers can fill in their own service request. User-friendly menus will guide the user through the system step by step to ensure their request is properly completed. Easy to understand request codes and step-by-step instructions make this a quick and easy alternative to calling.

Customer Feedback: The City 311 Call Center will participate in regularly scheduled customer surveys to provide users the opportunity to share ideas, give compliments, or suggest improvements. This information will be translated into future training for City personnel. By partnering with the citizens of Knoxville to review the performance of City government, the administration can continue to improve services and increase efficiency.

APPENDIX G

APPENDIX G – Call Center Background

The City currently has several departments with person(s) responsible for taking calls from citizens. These calls range from information questions, “how-to” questions, complaints, and requests for city services. Each department has standards for call taking, call escalation, and citizen follow-up. Each may or may not have a computerized system for entering, tracking, and closing call activities. Therefore, calls and/or requests are not tracked citywide in a uniform manner.

The City’s Blue Pages contains well over 200 phone numbers, largely organized around the City’s departmental structure. The City’s web site is organized in much the same manner. This may lead to citizen confusion over knowing who to contact or how to get things done.

As shown in the table below, recent surveys and estimates indicate more than 20,000 calls/requests are processed per month by six city departments.

Service Area	Sample Types of Calls/Requests	Number Reflects Calls or Requests	Number Per Month
Public Service	Garbage, bulky waste, leaf collection, right of way mowing, pothole patching, dead animal pickup	Requests	2,400
City Court	Citations and amounts, court dates, parking tickets	Calls	9,500
Parks & Recreation	Parks/pools/courts/centers locations and hours, programs and schedules	Calls	6,000
Mayor’s Office	Transfers from other departments, complaints, questions, requests	Calls	600
Engineering	Flooding and Storm water, Engineering permits	Calls	1,600
Codes Enforcement	Dirty lots, abandoned vehicles, unsafe buildings	Requests (for Inspection)	680

These volumes are expected to increase with the publicity generated with the opening of the Call Center, particularly if an easy-to-remember number such as 311 is used.

In an effort to more efficiently manage resources and provide easier access to City services, the City of Knoxville will implement a centralized call center to be fully operational in 2005.